VINDELICI TRANSFORMATION MANAGEMENT OFFICE EXCELLENCE

Embedding continuous transformation into your organization's DNA

How can companies turn strategic ambition into owned initiatives, measurable value and lasting execution capability?

Written for executives with ambitious transformation targets, multiple initiatives in flight and the need to convert execution capability into tangible results.

Relevance. & Challenges.

Organizations face increasing pressure to improve productivity and effectiveness. Yet many lack the execution capability required to consistently translate strategic ambition into measurable results.

Despite significant investments in transformation, success remains elusive: Bain reports that only about **12% of business transformations achieve their original ambition**, while SAP/Oxford Economics find that **58% exceed budget**.[1,2] BCG notes that without robust governance, **transformations are twice as likely to suffer major cost overruns, with delays alone inflating costs up to 170% of the original investment**.[3]

Transformation does not fail because companies lack ambition. It fails because ambition is not translated into a steerable system of initiatives, ownership, value logic and decision cadence.

Unclear ownership.

Accountability for target delivery remains undefined.

Inconsistent tracking.

Functions report in different formats, leaving results incomparable and intransparent.

Delayed decisions.

Deviations surface too late to be corrected.

Silo thinking.

Cross-functional initiatives lack the stakeholder buy-in required to move beyond single functions.

The issue is not a lack of activity. Most organizations already have initiatives, owners, and reporting structures in place.
What is often missing is a central steering system that connects these elements and translates executive priorities into coordinated execution.

This is the **execution gap** - and it is exactly where the Vindelici Transformation Management Office Excellence approach creates impact.

OUR TMO EXCELLENCE CLOSES THIS GAP

by turning strategic ambition into accountable initiatives, measurable value, and lasting execution capability.

[1] Bain&Company, 2024
[2] SAP Signavio & Oxford Economics, 2025
[3] BCG Platinion, 2026

Why sound strategies fail to deliver the expected value.

Targets, roadmaps, and improvement initiatives exist in almost every organization. What is often missing is a structured way to convert them into a manageable and value-focused initiative portfolio. It is precisely at this intersection of strategy and execution where value creation tends to deteriorate.

Common patterns observed across organizations include:

1. Strategic targets are not translated into executable initiatives
2. Initiatives are tracked inconsistently across functions
3. Financial impact is not linked to milestones, causing progress and value realization to diverge
4. FTE effects, SG&A savings, EBITDA contribution, investments, and one-off costs are not clearly separated
5. Leadership sees activity, but not necessarily value realization
6. Functions own implementation but lack a standardized mechanism for prioritization & escalation

What these symptoms have in common is not a lack of ambition or effort. Rather, it is the absence of a shared execution framework that enables effective steering and accountability.
A transformation portfolio becomes truly steerable only when every initiative is built on five core elements: a clear **business case**, accountable **ownership**, a **milestone-based roadmap**, a transparent **financial plan**, and **reliable implementation status tracking.** Read more about it on page 5.

What a TMO really is.

Compared to a Project Management Office (PMO), which asks whether projects are on plan, a TMO steers whether the transformation realizes its value. It is the steering system that connects C-level ambition with functional execution: it creates transparency, integrates initiatives, prepares decisions, and ensures that ownership stays where value is created – in the business.
To anchor execution within the business, the TMO works through a defined network of counterparts in each function: a Function PMO, an HR Business Partner, and a Financial Controller.

This translates into clearly defined responsibilities:

- **Strategic C-Level** sets the strategy, targets per function and mandates the TMO
- A **tactical TMO** creates transparency, consolidates initiatives into one portfolio view, prepares decisions, and runs the reporting cadence.
- **Operational Business Functions** ensure alignment and ownership within their functions. They are accountable for implementation and value delivery.

Put simply: the TMO does not replace functional accountability.
It ensures that functions deliver C-level targets through a common performance management approach.

Vindelici TMO excellence approach.

A TMO only creates value when its core components operate as an integrated management system. TMO Excellence is built on three essential pillars, each necessary but not sufficient on its own.

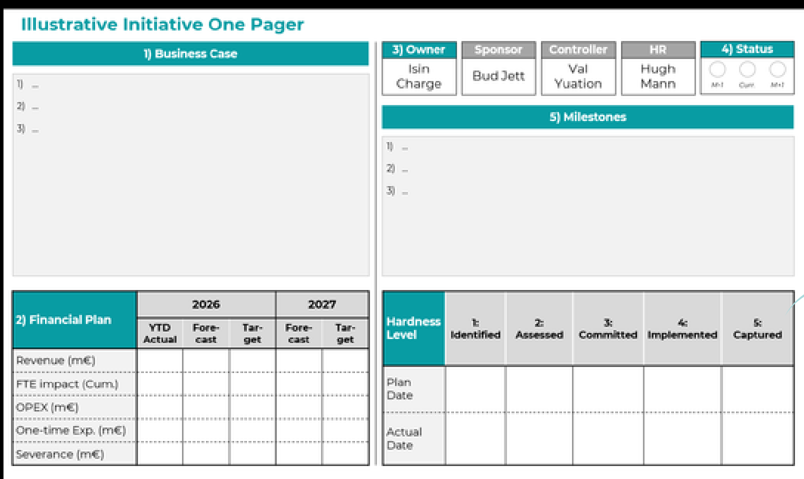
1 Mandate & governance

A clear C-level mandate defines decision rights, scope, escalation paths, steering committees, review cycles, and a transparent RACI structure.

2 Initiative logic

Existing initiatives are reviewed for maturity, progress, and execution risks, while additional opportunities are identified through targeted analyses.
Every initiative then needs to be governed by a consistent standard, including one

1. **Business Case**
2. **Financial Plan**
3. **Owner**
4. **Milestone Plan**
5. **Overall Status**



Illustrative Initiative One Pager

1) Business Case
1) …
2) …
3) …

3) Owner	Sponsor	Controller	HR	4) Status
Isin Charge	Bud Jett	Val Yuation	Hugh Mann	M-1 Curr. M+1

5) Milestones
1) …
2) …
3) …

2) Financial Plan	2026			2027	
	YTD Actual	Fore-cast	Tar-get	Fore-cast	Tar-get
Revenue (m€)					
FTE impact (Cum.)					
OPEX (m€)					
One-time Exp. (m€)					
Severance (m€)					

Hardness Level	1: Identified	2: Assessed	3: Committed	4: Implemented	5: Captured
Plan Date					
Actual Date					

3 Value logic

Each initiative is linked to a defined financial or workforce target, such as EBIT contribution, revenue growth, or FTE impact, and tracked against three reference points: the target defined in the business case, the current forecast, and the value realized to date. In addition, one-time costs and investments are tracked separately to provide transparency on return on investment.

Alongside this value view, each initiative carries a **hardness level** that shows how far it has matured, with increasing validation and approval at each step:

Identified	initiative defined & sized
Assessed	impact confirmed
Committed	roadmap & targets agreed
Implemented	execution underway
Captured	value delivered & measured

Vindelici TMO setup program.

Within 3-6 months, the framework is established step by step, with clear deliverables in each phase and a setup the organization can operate independently thereafter.

Phase 0

Establishes a shared target picture, mandate, scope, and governance framework

Mandate and scope agreed

Phase 1

Defines the roles, processes, meetings, and reporting standards required for effective steering

Steering model designed

Phase 2

Transforms existing and newly identified initiatives into a prioritized and steerable portfolio

Initiative portfolio built

Phase 3

Establishes a single source of truth for managing and tracking the transformation

Digital tracking implemented

Vindelici FAST Tool

Phase 4

Executes the first steering cycles jointly and enables the organization to operate the framework independently

First steering cycles ran and hand-over

By the end of Phase 4, the organization has completed at least one full steering cycle independently, supported by a fully implemented single source of truth.
See in the following how this tracking is enabled through the Vindelici Financial Assessment & Steering Tool (FAST).

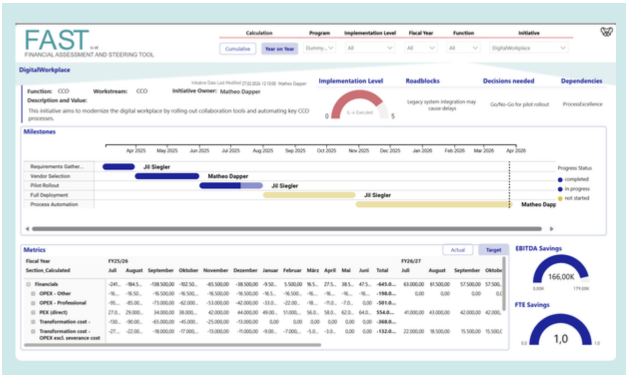
Digital enablement: the FAST tool.

Every transformation needs a single source of truth, one standardized tool where every initiative is tracked the same way, comparable at a glance. Where existing reporting or Power BI systems already serve this purpose, they can be leveraged. Where they do not, **FAST provides it: the digital accelerator within the TMO Excellence approach.**

Designed to leverage existing Microsoft 365 environments, it's FAST to implement. The core advantages: no new vendor, no procurement cycle, no IT security review, and data that stays within the organization's own tenant. Initiatives are maintained where the knowledge sits: owners in the functions enter their input directly, and it flows bottom-up into three connected views:

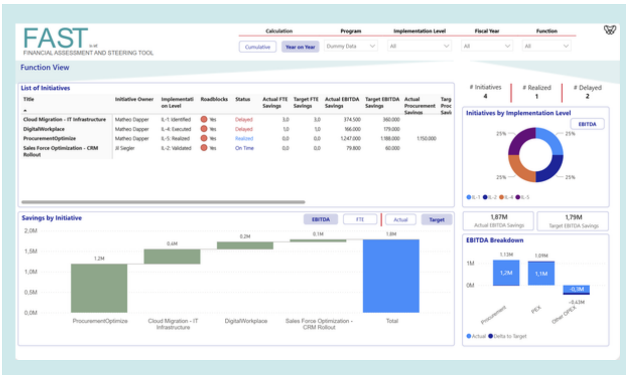
Initiative level

Every detail per initiative. The working layer for the owners who deliver them.



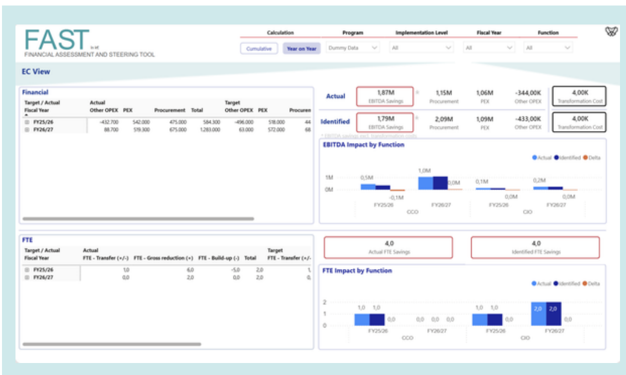
Function level

One view for each business function. All initiatives per function in one place.



Executive level

The C-level view, to track target achievement of initiatives across all functions.



Because no two transformations are alike, FAST adapts easily to each organization: as many **additional views and formats as needed**, customized reports export straight into Excel or PowerPoint, and role-based access that shows every user exactly what falls within their responsibility.

What makes Vindelici TMO excellence different.

Vindelici TMO Excellence is not a cost-cutting office and not a reporting layer. **It is a practical operating model for continuous transformation - built with the business, backed by measurable value logic and enabled by pragmatic digital tracking.**

1

Business-owned, not consultant-owned.
Vindelici provides the transformation expertise and sets it up together with the internal team, so the structure is owned inside the organization, not dependent on external support.

2

Value-backed, not activity-based.
Every initiative carries a measurable financial and operational logic, so progress is judged by realized value, not by activity.

UNLOCK YOUR FULL POTENTIAL.

3

Built in the engine room.
Value is created together with all stakeholders, functions, PMOs, finance, and HR by defining mandates, roles, and a prioritized initiative portfolio on the ground, not by preparing management slides in isolation.

FAST

VINDELICI ADVISORS

4

Tool-enabled, not tool-led.
Purpose-built for transformations, the FAST tool makes the entire portfolio trackable in one place, target against actual, with role-based views from initiative to C-level, supporting governance and ownership without ever replacing them.

The result is an approach that works quickly, lasts, and belongs to the organization rather than its advisors.

Are you facing these transformation challenges?

Wherever ambition outpaces execution, Vindelici's TMO Excellence proves its value. Experience from past transformation projects shows that similar challenges keep arising:

- **Efficiency and cost-out programs.** Measures are already in place, but consistent steering and value realization are missing.
- **Post-consulting transformation ownership.** External advisors have delivered a diagnosis, but the organization faces challenges to implement results.
- **Continuous improvement programs.** Improvement initiatives are in place, but their long-term integration into routine processes, governance, and reporting is not yet fully established.
- **Multi-function productivity programs.** Initiatives run across several functions, but there is no transparent, comparable view across them.
- **Value creation at speed.** Programs are already running, but value, progress, and risks are not made comparable or visible.

If this sounds familiar, a few honest questions will tell you whether TMO Excellence could help:

- [ ] Are strategic C-level targets at risk because accountability stops at the functional level?
- [ ] Are critical transformation initiatives managed across disconnected spreadsheets instead of one trusted source of truth?
- [ ] Can you report activities and milestones but struggle to prove actual business impact and value realization?
- [ ] Are delays, risks, and dependencies only becoming visible when corrective action is already too late?
- [ ] Does transformation momentum fade once the initial program structure and management attention disappear?
- [ ] Would your transformation lose traction if external advisors stepped away tomorrow?
- [ ] Are you unsure whether you can trust the numbers and program status presented to you?

Did any of the questions above resonate with you?

If so, the next step is simple:

Do the

EXECUTION GAP CHECK

- 60 minutes. Free of charge.

One session to know exactly where your transformation is losing value.
And what it takes to close the gap.

Get in touch.

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